CMO Redefined

Rory Finlay & Dick Patton
The CMO Role is Splintering
Digital Expert vs. Marketing Traditionalist

Strengths of the Digital Expert
• Technical Knowledge
• Analytical Mindset
• Courage

Strengths of the Marketing Traditionalist
• Functional Knowledge
• Team Leadership
• Results Orientation
Business Leader v. Marketing Guru

Strengths of the Business Leader
- Strategic Orientation
- Change Management
- Customer Orientation
- Results Orientation

Strengths of the Marketing Guru
- Creativity
- Courage
- Charisma
Innovation Champion vs. Shopper Expert

Strengths of the Innovation Champion
• Collaboration & Influencing
• Comfort with Ambiguity
• Courage

Strengths of the Shopper Expert
• Analytical Mindset
• Technical Knowledge
• Results orientation
Sector Specialist vs. Versatile Partner

**Strengths of the Sector Specialist**
- Industry Knowledge
- Influence
- Predictability

**Strengths of the Versatile Partner**
- Respectful persuasion
- Natural leadership
- Curiosity
- Agility
- Integration and Synthesis
- Business orientation
Sophisticated Strategist vs Entrepreneurial Trailblazer

**Strengths of the Sophisticated Strategist**
- Market Knowledge
- Analytical Mindset
- Predictability

**Strengths of the Trailblazer CMO**
- Curiosity
- Agility
- Results orientation
- Resilience
- Influence
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Actions for CMOs
• Map yourself and your team.
• Compare your strengths to your upcoming challenges and professional aspirations.
• Pursue thoughtfully targeted development objectives.

Actions for CEOs
• Map your CMO and Marketing team.
• Weigh CMO/Marketing team strengths against company strategy/marketing imperatives.
• Provide thoughtfully targeted development opportunities.